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A GUIDE TO COMMUNITY COLLEGE PLANNING IN OHIO.
OHIO BOARD OF REGENTS, COLUMBUS

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THE OHIO BOARD OF REGENTS PREPARED THIS GUIDE, COVERING THE MAJOR POINTS OF THE STATE LAW, SO THAT PRELIMINARY PLANNING FOR A JUNIOR COLLEGE MAY BE EXPEDITED. IT DEFINES A COMMUNITY COLLEGE DISTRICT, WHICH MAY BE ESTABLISHED BY THE BOARD(S) OF COUNTY COMMISSIONERS OR BY THE VOTERS. ON APPROVAL BY THE SECRETARY OF STATE, THE DISTRICT MUST APPOINT A BOARD OF TRUSTEES, WHICH BECOMES FULLY RESPONSIBLE FOR THE AFFAIRS OF THE DISTRICT. THIS BOARD PREPARES ITS PLAN, INCLUDING THE PROPOSED TYPE OF PROGRAM (TRANSFER, TECHNICAL, OR ADULT EDUCATION), SCHEDULE OF FEES AND CHARGES, CAPITAL AND OPERATING TAX LEVIES AND BOND ISSUES, AND EXPECTED GRANTS. IF THE PLAN, AFTER REVIEW BY THE REGENTS FOR COMPATIBILITY WITH THE STATE'S MASTER PLAN, IS APPROVED, THE COLLEGE RECEIVES ITS CHARTER AND PROCEEDS UNDER THE DIRECTION OF THE TRUSTEES. THE THREE MAJOR PLANNING CONSIDERATIONS, ESTABLISHED BY THE OHIO GENERAL ASSEMBLY, ARE--(1) THE INDIVIDUAL COLLEGE MUST MEET THE REQUIREMENTS OF AND MESH WITH THE STATE'S LARGER SYSTEM OF HIGHER EDUCATION, (2) THE REGENTS MUST APPROVE (OR DISAPPROVE) THE COLLEGE'S OFFICIAL PLANS, DEGREE PROGRAMS, AND STUDENT FEE SCHEDULE, AND (3) THE COLLEGE'S PROPOSAL MUST INCLUDE CERTAIN SPECIFIED KINDS OF INFORMATION. EACH OF THESE THREE NECESSARY CONSIDERATIONS IS DESCRIBED IN SOME DETAIL FOR THE USE OF COMMUNITY COLLEGE DISTRICT PLANNERS. (HH)

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Guide To

COMMUNITY COLLEGE PLANNING

In Ohio

JC 680 201

OHIO BOARD OF REGENTS

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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A Guide to Community College Planning in Ohio

The Ohio Board of Regents
Columbus
August, 1965

Foreword

The publicly controlled two-year community college is a newcomer to Ohio's system of higher education. Only since 1961 has statutory authority existed for the formation of community college districts empowered to own and operate educational institutions offering a wide range of post-high school instructional programs of up to two years' duration. During the first four years of this law's existence, the Cuyahoga Community College and the Lorain County Community College have come into being and have been enthusiastically received by the communities they serve. In order that other communities might be assisted in considering the appropriateness of this local option to their educational needs, the Ohio Board of Regents has prepared this planning guide.

The decision to move forward in the creation of new institutions of higher education should be taken only in the full light of all facts pertinent to such a serious undertaking, and for that reason the Ohio General Assembly has required that suitable planning procedures be followed. This "Guide" will briefly summarize the powers and duties given to community college districts by Ohio law, and then will deal with the planning procedures provided for the establishment and operation of community colleges.

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THE COMMUNITY COLLEGE LAW

Chapter 3354 of the Ohio Revised Code provides for the establishment and operation of two-year colleges by "Community College districts." Detailed and explicit procedures are provided by Chapter 3354 for the creation and operation of such districts and colleges, and a very careful study of the entire chapter should be the first order of business for any local official interested in planning a community college. This "Guide" can be no substitute for a clear understanding of the law itself.

In general, however, the law provides that a "Community College district" may be formed from one or more contiguous counties which together have a population of at least 75,000 persons. A district may be established either by the board(s) of county commissioners involved, or by the petition of electors in the proposed district. Within ninety days following a declaration by the Secretary of State that a district has been duly formed, the board(s) of county commissioners must appoint seven residents of the district to staggered terms on a Board of Trustees. Once appointed, the Board of Trustees is fully responsible for all affairs of the Community College district. The district is a separate political subdivision of the State and is therefore independent of the county government(s) which caused it to be established.

The first major action of the Board of Trustees must be to prepare an official plan setting forth evidence of the need for a community college program, outlining the desirable character of such program, and proposing arrangements for administering and financing a college. The Board may plan to operate the college directly through the appointment of administrative officers and a faculty, or it may choose to contract with an established public college or university to conduct the educational program. In setting forth a planned educational program the Board may propose to offer one or more of three basic types of post-high school education:

1. A two-year Arts and Sciences program (the first two years of a regular baccalaureate college program).

2. A technical program (a program of no more than two years' duration designed to prepare students for entrance directly into occupational fields).

3. An Adult-Education program (an occupational, cultural or general educational program not intended primarily for academic credit or other formal academic recognition).

For the purpose of financing a community college, the Board of Trustees may expect to receive a certain amount of operating and capital support from state government appropriations, to establish schedules of fees and charges to be collected from the students, to propose operating and capital improvement property tax levies and bond issues to local voters, and to receive such private or federal government grants as can be attracted.

Upon completion of the official community college plan, the proposal must be reviewed by the Ohio Board of Regents for consistency with Ohio's Master Plan for Higher Education and for general compliance with planning requirements established by the Ohio General Assembly. If the plan is found to be in good order and the need for the proposed program is evident, the Board of Regents is authorized to issue a charter to the college and its development and operation may proceed under direction of its Board of Trustees.

MAJOR CONSIDERATIONS IN PLANNING

In providing orderly planning procedures for the creation and operation of community colleges, the Ohio General Assembly has established three rather distinct sets of guidelines. First, the legislature has charged the Board of Regents with establishing an over-all Master Plan for Higher Education within which all post-high school public education should develop. All concerns which the Board of Regents has with individual community college proposals therefore must reflect requirements of the larger system of higher education being developed within the state. Secondly, the legislature has charged the Board of Regents with certain explicit responsibilities concerning approval or disapproval of community college official plans, proposed degree programs, and student fee schedules. Finally, the legislature has established explicit instructions regarding the types of information which must be included within the official plan prepared by a community college district. In order that these three sets of guidelines might be described in some detail for the benefit of community college planners, a major section of this "Guide" will be devoted to each.

THE OHIO MASTER PLAN FOR HIGHER EDUCATION

The Ohio Board of Regents was established by the Ohio General Assembly in 1963 as a means of providing for the development and continuous execution of a master plan for higher education in the state. This plan must include a continuous assessment of the needs of Ohio citizens for higher educational services, the needs of the state as a whole for educated citizens, and the roles of individual public and private institutions within the state in meeting those needs.

In order that the recommendations of the master plan might be carried out, the legislature provided for the regular involvement of the Board of Regents in all aspects of the development and growth of new or existing public institutions of higher education. Beyond this, the legislature required that elements of the master plan be brought regularly to the attention of legislative members through reports of the Board of Regents. The general powers of the Board of Regents to develop a master plan and to influence its execution are described in Section 3333.04 of the Ohio Revised Code.

3333.04. Powers of the board.

The Ohio board of regents shall:

(A) Make studies of state policy in the field of higher education and

formulate a master plan for higher education for the state, considering the needs of the people, the needs of the state, and the role of individual public and private institutions within the state in fulfilling these needs;

(B) Report annually to the governor and the general assembly on the findings from its studies and the master plan for higher education for the state;

(C) Approve or disapprove the establishment of new branches or academic centers of state colleges and universities;

(D) Approve or disapprove the establishment of state technical institutes or any other state institution of higher education;

(E) Recommend the nature of the programs, undergraduate, graduate, professional, state financed research, and public services which should be offered by the state colleges, universities, and other state assisted institutions of higher education in order to utilize to the best advantage their facilities and personnel;

(F) Recommend to the state colleges, universities, and other state assisted institutions of higher education programs which could be eliminated because they constitute unnecessary duplication, or for other good and sufficient cause;

(G) Recommend to the state colleges, universities, and other state assisted institutions of higher education programs which should be added to their present programs;

(H) Conduct studies for the state colleges, universities, and other state assisted institutions of higher education to assist them in making the best and most efficient use of their existing facilities and personnel;

(I) Make recommendations to the governor and general assembly concerning the development of state financed capital plans for higher education; the establishment of new state colleges, universities, and other state assisted institutions of higher education; and the establishment of new programs at the existing state colleges, universities, and other institutions of higher education;

(J) Review the appropriation requests of the public community colleges and the state colleges and universities and submit to the department of finance and to the chairmen of the finance committees of the house of representatives and of the senate its recommendations in regard to the biennial higher education appropriation for the state, including appropriations for the individual state colleges and universities and public community colleges. The board shall work in close cooperation with the director of finance in this respect and in all other matters concerning the expenditure of appropriated funds by state colleges, universities, and other institutions of higher education.

(K) Seek the cooperation and advice of the officers and trustees of both public and private colleges, universities and other institutions

of higher education in the state in performing its duties and making its plans, studies, and recommendations;

(L) Appoint advisory committees consisting of persons associated with public or private secondary schools, members of the state board of education, or personnel of the state department of education;

(M) Appoint advisory committees consisting of colleges and university personnel, or other persons knowledgeable in the field of higher education, or both, in order to obtain their advice and assistance in defining and suggesting solutions for the problems and needs of higher education in this state;

(N) Approve or disapprove all new degrees and new degree programs at all state colleges, universities, and other state assisted institutions of higher education;

(O) Adopt such rules and regulations as are necessary to carry out its duties and responsibilities.

In April of 1965 the Ohio Board of Regents published a Provisional Master Plan for Public Higher Education in Ohio. This provisional plan, as will be the case with regard to subsequent renewals which will be adopted as the plan is finalized and periodically updated, recommends specific state policies for the development of Ohio's system of public higher education. One of the primary findings of the Provisional Master Plan is that the need exists for greatly expanded enrollment capacity in two-year commuter centers widely dispersed throughout the state's population centers. Proposing that the state's eventual objective be to provide at least two years of higher education within commuting distance of all Ohio residents, the plan initially recommends that early action be taken wherever population concentrations of 100,000 or more exist. Depending upon local interests and the needs of various communities, the plan proposes that two-year programs be developed within one of four organizational arrangements:

1. The establishment of community colleges such as described in this "Guide."

2. The establishment of two-year Technical Institutes as provided for in Chapter 3357 of the Ohio Revised Code.

3. The development of two-year commuter centers as adjuncts to existing urban universities.

4. The expansion of existing two-year university branches.

With regard to the development of community colleges in particular, the Provisional Master Plan makes several findings and recommendations. These recommendations should be borne in mind by community leaders who undertake planning which looks toward establishment of community colleges:

1. In order to take full advantage of its authorization to present a comprehensive post-high school program, a community college should offer both technical and general education programs.

2. Courses offered by a community college should meet standards set by appropriate accrediting agencies, and in general should be transferable to four-year college programs. (this is not to suggest that an occupational curriculum should avoid placing primary emphasis upon a well rounded two-year program rather than complete transferability)

3. In order further to realize its potential value as a cultural center for the community, a community college should provide continuing programs of non-college credit duration in accordance with local interests but consistent with the higher educational status of the college.

4. Community colleges should be established where other institutions of higher education are not available or are inadequate to meet the total enrollment demand or diverse needs of a county or of contiguous counties, and where a population area of 100,000 persons exists. (the statutory population base for a community college district has since been changed to 75,000)

5. In order that economical operations might be possible, a community college should be planned to have a minimum full-time equivalent student enrollment of 1000 students. (one full-time equivalent student enrollment unit is equal to 15 student credit hours of course registration)

THE BOARD OF REGENTS' EXPLICIT RESPONSIBILITIES REGARDING COMMUNITY COLLEGES

In addition to those statutory responsibilities of the Board of Regents generally requiring that community college growth be coordinated with the development of a larger system of higher education, Ohio law also assigns to the Board of Regents several specific duties regarding the creation and operation of community colleges.

Approval or Disapproval of Official Plan

Section 3333.05 of the Ohio Revised Code provides that before the Board of Regents may approve the official plan submitted by a community college board of trustees, it must make several findings:

1. That the official plan and all past and proposed actions of the community college district are in conformity to law.

   This finding will be based primarily upon specific statements and evidences which the community college board of trustees will be asked to include in its official plan. See Certification of Conformity to Law appearing later in this "Guide" as a part of instructions for preparing the Official Community College Plan.

2. That the proposed community college will not unreasonably and wastefully duplicate existing educational services available to students and prospective students residing in the community college district.

   This finding will be based upon statewide and regional enrollment expectations and institutional growth policies recommended in the Ohio Master Plan for Public Higher Education, and upon program needs, enrollment expectations, and existing educational opportunity in the district as described in the official plan of the community college. See Demonstration of Needs and Prospective Enrollments appearing later in this "Guide."

3. That there is reasonable prospect of adequate current operating revenue for the proposed community college from its proposed opening date of operation.

   This finding will be based upon the availability of state appropriations in amounts sufficient to match proposed income from this source, upon the appropriateness of proposed fee schedules and the likelihood that enrollment forecasts will be realized, and upon the availability of sufficient amounts of other income to make available a "per student" budget consistent with the demonstrated needs of existing institutions. See Proposed Budget for First Two Years of Operation appearing later in this "Guide."

4. That the proposed lands and facilities of the community college will be adequate and efficient for the purposes of the proposed community college.

   This finding will be based upon evidence of the immediate availability of physical facilities suitable for the short-run operation of the college's program, the appropriateness of facilities planned for longer-run development, and the likely availability of financial resources to support such future plans. See Proposed Lands, Buildings, and Facilities appearing later in this "Guide."

5. That the proposed curricular program defined in Section 3354.01 of the Revised Code as "arts and sciences" is the program for which there is substantial need in the territory of the district.

   This finding will be based upon evidence of need for programs "of two years or less duration, ..., planned and intended to enable students to gain academic credit for courses generally comparable to courses offered in the first two years in accredited colleges and

universities in the state, and designed either to enable students to transfer to such colleges or universities for the purpose of earning baccalaureate degrees or to enable students to terminate academic study after two years with a proportionate recognition of academic achievement." (3354.01 (D) Ohio Revised Code) See Demonstration of Needs and Prospective Enrollments appearing later in this "Guide."

Issuance of Charter

Upon approval of a proposed official plan, the Ohio Board of Regents is responsible for issuing a charter creating the community college. The official plan becomes a part of the charter and the charter can be amended only by following the same procedure as provided by Ohio law for preparation and adoption of the official plan in the first instance.

Approval or Disapproval of Degree Programs

Section 3333.04 (N) of the Ohio Revised Code provides that the Ohio Board of Regents shall approve or disapprove all new degrees and new degree programs at state-assisted institutions of higher education, including community colleges. This requirement applies both to degrees and programs initially included in the offerings of a community college and to any degrees or programs which may be contemplated at a later date. The section entitled Proposed Organization and Program appearing later in this "Guide" provides that the official plan of a community college need describe planned program offerings only by general field of study, except that individual degrees and degree programs scheduled to be operative when the college enrolls its first students shall be listed in detail.

Board of Regents Rule #5, entitled Procedure for Consideration of New Degrees and New Degree Programs, defines "new degrees" and "new degree programs" and prescribes the content of individual degree proposals which must be filed with the Board of Regents before a new degree or program is instituted. The procedure outlined in Rule #5 should be followed both for degrees and degree programs included in the initial offerings of a community college, and for degrees and programs contemplated at a later date.

Approval or disapproval by the Board of Regents of proposals for new degrees will turn upon a quantitative judgment regarding the over-all need for the program in question, and a qualitative judgment regarding the institution's preparation to offer the program. The first of these judgments will be made by the Board of Regents on the basis of program needs developed as a part of the Master Plan, recommendations of special studies or consulting reports, or evidence of need included in the degree proposal. The second judgment, that regarding the preparation of the institution to offer the program, will rely whenever possible upon judgments of competent accrediting bodies.

In those cases where institutional accreditation is the only available measure of the college's competency to offer an instructional program, the Board of Regents' approval will be conditioned upon the institution's expeditious movement toward accreditation or its continued good standing if accreditation has already been achieved. In those cases where professional or individual curriculum accreditation is also available, the Board of Regents' approval will be conditioned upon the institution's expeditious movement toward that form of accreditation or its continued good standing if accreditation has already been achieved. With regard to new degrees or degree programs proposed in the general area of two-year technologies, specific standards have been established by the Board of Regents. (Standards for the Approval of Associate Degrees in Two-Year Technologies) Because accrediting agencies generally have not yet dealt adequately with this area of instruction, and because the Board of Regents has an explicit statutory mandate to set standards for such programs as are offered by Technical Institutes, a general application of standards to all technology programs has been made. In selected cases where individual curriculum accreditation is available from a competent accrediting body, the Board of Regents' approval, even though based upon its own standards, shall be conditioned upon the institution's expeditious movement toward accreditation.

Review of Appropriation Requests, Fee Schedules, and Federal Aid Agreements

The Ohio General Assembly has assigned to the Board of Regents several specific responsibilities regarding the financial affairs of community colleges. With the exception of the first such authority listed below which deals with a condition of the creation of a community college, these responsibilities continue in effect throughout the life of the community college.

1. Certification that the college is operable.

   Section 3354.18 of the Ohio Revised Code provides that state financial aid to a community college shall be paid only upon the certification of the Board of Regents that the college is in condition to receive students and is operable, and only after approval of the college's official plan and the issuance of a charter. This certification will be made by the Board of Regents immediately prior to payment of the first state subsidy to a community college, and only upon assurance that such elements of the initial plan as may have been conjectural at the time the official plan was drawn and approved have matured sufficiently to allow the successful conduct of the college's program.

2. Recommendations concerning operating support.

   In addition to the above interest in the payment of initial state subsidies, the Board of Regents has a continuing responsibility to review the requests of community colleges for state operating appropriations and to make recommendations to the state Department of Finance and financial leaders in the Ohio General Assembly. This responsibility will be carried out for the initial period of a college's operation by review and approval of the

budget required to be a part of the college's Official Plan. Prior to each biennial legislative session thereafter, each community college will be asked to submit a two-year budget proposal which will be incorporated into an over-all higher education budget prepared by the Board of Regents for submission to the Department of Finance and the General Assembly.

3. Recommendations concerning capital improvements support.

Section 3333.04 (I) of the Ohio Revised Code provides that the Ohio Board of Regents shall make recommendations to the Governor and the General Assembly concerning the development of state financed capital plans for higher education. Current capital improvements appropriation laws give to the Board of Regents certain additional authorities regarding the allocation of building funds to community colleges. Recommendations of the Board of Regents in this regard will be based upon the availability of appropriations to support specific building projects, the relative urgency of need as projected in the Ohio Master Plan and budget proposals of the colleges, and the availability of local matching funds. On October 9, 1964 the Board of Regents adopted a Policy on Sharing of Capital Plant Expenses for Community Colleges, State University Branches, and Technical Institutes, which provided for local financial support as follows:

a. State and/or federal aid for the construction of new capital plant facilities and for the rehabilitation of any existing structures for community colleges, state university branches, and technical institutes shall be limited to 75 per cent of the total development cost for academic facilities to be used by such community colleges, state university branches, and technical institutes.

b. The local community through bonded indebtedness or tax levy as provided by law and/or through voluntary contributions shall be expected to provide at least 25 per cent of development costs of capital facilities for community colleges, state university branches, and technical institutes. This local community share of development costs may include, without limitation, the cost of land, of site development, and of necessary utility connections.

4. Approval or disapproval of Fee Schedules

Section 3354.09 (G) provides that the establishment of schedules of fees and tuition charged to students by a community college shall be subject to the approval of the Ohio Board of Regents. The law further requires that non-residents of Ohio must pay higher fees and tuition than Ohio residents, and that residents of the community college district must be charged less than either

non-residents of Ohio or Ohio residents living outside the district. With regard to the matter of fee levels, the Provisional Master Plan for Higher Education in Ohio proposes that one-third of total operating costs of the community college be supported by student fees, and that additional thirds come from local government support and from state appropriations. Initial fee schedules must be outlined as a part of the first two-year budget required to be a part of the community college's Official Plan, and approval of such schedules will be coincidental to the approval of the plan. Subsequent proposals for altering fee schedules should be filed with the Board of Regents well in advance of publication of such changes in the bulletin of the college.

5. Approval or disapproval of agreements regarding federal or other financial support.

Section 3354.09 (H) provides that all agreements between a community college and the federal government for support of an activity or project of the college shall be subject to approval of the Board of Regents. Further, the section provides that an agreement between the college and any person, organization, or agency offering aid in the financing or operation of facilities for the college shall be subject to the Board of Regents' approval. Agreements for such outside aid as may be involved with the initial two-year budget required to be a part of the Official Plan of a community college will be reviewed and approved or disapproved coincidentally to the plan itself. Agreements contemplated at a later date should be submitted to the Board of Regents well in advance of the effective date of such agreements.

THE OFFICIAL COMMUNITY COLLEGE PLAN

Certainly the most critical phase of the planning process established by the Ohio General Assembly for the growth of community colleges is the preparation of the Official Plan of a community college district. While the Board of Regents is charged with coordinating the growth of a statewide system of higher education and of proposing public policy which will be conducive to that growth, it is the community college trustees who must understand the needs of their particular community, measure its resources for meeting those needs, and carry forward a meaningful program of education. Gathering information to support this process of perception, measurement, and planning is a complex task and demanding of the practiced judgment of an experienced educational researcher. For this reason it is strongly recommended that an experienced educational consultant be retained by a community college Board of Trustees for the purpose of conducting a community study and preparing under the trustees' guidance the Official Plan. General authority for the retention of consultants in the fields of education, planning, architecture, law, engineering, or other professional fields is provided by Section 3354.07 of the Ohio Revised Code, and Section 3354.08 provides for the receipt of gifts or public funds for the support of such studies.

Section 3354.07 deals generally with the preparation of the Official Plan and lists several types of information which must be included. Provisions of law discussed earlier and dealing with responsibilities of the Ohio Board of Regents suggest other essential parts of such Plan.

While the final format of the Official Plan should be resolved by community college trustees, each of the several subjects and types of information discussed below must in one way or another be dealt with before the law and the Board of Regents' review responsibilities can be carried out.

Certification of Conformity to Law

The Plan should include each of the certifications listed below and should have appended to it copies of such documents as may attest to official actions of the Board or of other public officials.

1. A statement that the district consists of one or more contiguous counties having a combined population of 75,000 or more and that the county (or counties) is not included in more than one community college district. (Section 3354.02 Ohio Revised Code)

2. A statement that the district has been established by county commission resolution(s) or by petition of resident electors as provided by Section 3354.02 (A) or (B), and has been declared established by the Secretary of State as provided by Section 3354.04 of the Ohio Revised Code.

3. A statement that a board of trustees has been appointed and its organization carried out in accordance with provisions of Sections 3354.05 and 3354.06 of the Ohio Revised Code.

4. A statement that public hearings have been held on the proposed Plan in accordance with the provisions of Section 3354.07 of the Ohio Revised Code.

Community Needs and Resources Study

In order generally to validate the demonstration of needs and the community's resources for meeting those needs which will be presented throughout the Plan, some discussion should be included regarding the trustees' over-all approach to preparing the plan. This should include testimony regarding the competency of such consultants as were retained to conduct parts of the planning job, the goals and general methodology of research into the educational needs of the community, the consistency of results with other studies and indicators available to the researchers, the general reactions of experienced local observers to the conclusions of studies, etc.

Demonstration of Needs and Prospective Enrollment

The Plan should discuss in considerable detail and support with carefully developed statistical evidence its findings and plans regarding each of the following subjects:

1. Area of service

   Recognizing that the primary geographic service area will be the district itself, the Plan should nevertheless report the extent of service planned outside the territory of the district.

2. Needs of potential students

   The Plan should describe the character of the student body likely to be attracted by the community college and discuss the educational needs of its potential students for each of the programs which the college is authorized to present: Arts and Sciences (both college transfer and general education), technical, and adult education.

3. Offerings of other area institutions

   The Plan should carefully review the availability of higher educational programs in the district, and demonstrate the manner in which proposed community college plans relate to those of existing area institutions.

4. Enrollment projections

   The Plan should include an estimate of enrollments during the first two years of operation in each of the educational areas proposed to be established (arts and sciences, technical, adult education). Such estimates should be on both a head count and a full-time equivalent basis. Additional estimates should be presented on a head count basis for the sixth year and the eleventh year of operation. The Plan should discuss the likely relationship between full-time and part-time enrollments anticipated by the college, and the extent to which day and evening enrollments are anticipated.

Proposed Lands, Buildings, and Facilities

The Plan should present descriptions and locations; schedules of acquisition, construction, and operation; estimates of costs; and sources of financing for land, buildings and facilities planned to be used by the college. These data should be organized into separate considerations of initial operations and longer-range development if the Plan contemplates the use of temporary arrangements during the early operation of the college. The Plan should include a discussion of the planning assumptions and units of space needs involved in the projection of future capital facilities and the costs of such development.

Proposed Organization and Program

Section 3354.07 of the Ohio Revised Code requires that the Official Plan include a recommendation as to whether the community college should be operated directly by the board of trustees or whether it should be operated in whole or part by an accredited public university or college under contract with the board. If the latter arrangement is made, the full text of the recommended contract shall be a part of the Official Plan.

The Plan should propose an outline of organization for the administration of the academic and non-academic areas of the

college's program, and should include a discussion of the major duties and responsibilities of the several officers and administrative subdivisions of the college.

The Plan should include a discussion of the academic goals and major instructional emphases planned within each of the educational areas proposed to be established (arts and sciences, technical, and adult education). While it is not necessary to list all degrees and degree programs which may subsequently be proposed within the several educational areas, the Plan should list those degrees and degree programs included in the initial offerings of the college. See Initial Degree Programs appearing later in this "Guide."

Proposed Two-Year Budget

The Plan should include a budget of operating income and expenditures planned for each year of the first two years of operation. A separate statement should be made regarding income needs and expenditure plans of the first two years for the development of physical facilities.

The operating budget of each year should follow the format shown below:

Operating Income:

Government Appropriations	
State	_____
Local	_____
Student Fees	_____
Endowment Income	_____
Private Gifts & Grants	_____
Federal Grants	_____
Departmental Sales	_____
Other Income	_____
Total	

Operating Expenditures:

Departmental Instruction	_____
Off-Campus Instruction	_____
Instructional Services	_____
Libraries	_____
Student Services	_____
General Expense	_____
Plant Operation	_____
General Administration	_____
Sub-Total	
Research	_____
Public Services	_____
Auxiliary Enterprises	_____
Student Aid	_____
Total	

The above format for operating budgets follows an outline used throughout Ohio's system of public higher education, and may not apply in all of its parts to a particular college. Additional information concerning the definition of terms is available from the Ohio Board of Regents.

The Plan should include a discussion of the relative share of operating costs intended to be borne by the state, the student, and by other local resources. A discussion should also be included of planned operating costs on a "per student" basis compared with the experience of other Ohio community colleges.

To the extent that local property tax levies are contemplated for support of the first two years of operation, either for the operating budget or for the support of capital facilities development, the Plan should discuss the rates of taxation required for such purposes and the impact of such levies upon the general level of local property taxation.

INITIAL DEGREE PROGRAMS

Individual proposals for the establishment of degrees or degree programs to be included in the initial offerings of a community college may be appended to the Official Plan or may be submitted to the Ohio Board of Regents at a subsequent date. All such proposals however must be presented well in advance of the date on which the program is scheduled to be offered to students of the college. See Board of Regents Rule #5, entitled Procedure for Consideration of New Degrees and New Degree Programs.

INITIAL FEE SCHEDULES

Detailed schedules of all student fees and charges proposed for the initial operation of the college should be appended to the Official Plan so that review might be made as the first two-year budget is considered. Schedules should show the amount of each fee and charge applicable to residents of the district, to Ohio residents from outside the district, and to non-residents of the state.

ADDITIONAL PLANNING ASSISTANCE

The staff of the Ohio Board of Regents may be the source of valuable additional information for local planners or consultants retained by community college trustees as Official Plans are developed. The Board's staff members will be available for conferences at the request of representatives of the community colleges and to assist in expediting the important planning work of local officials. Local planners are invited to take advantage of whatever assistance the Board of Regents can provide.